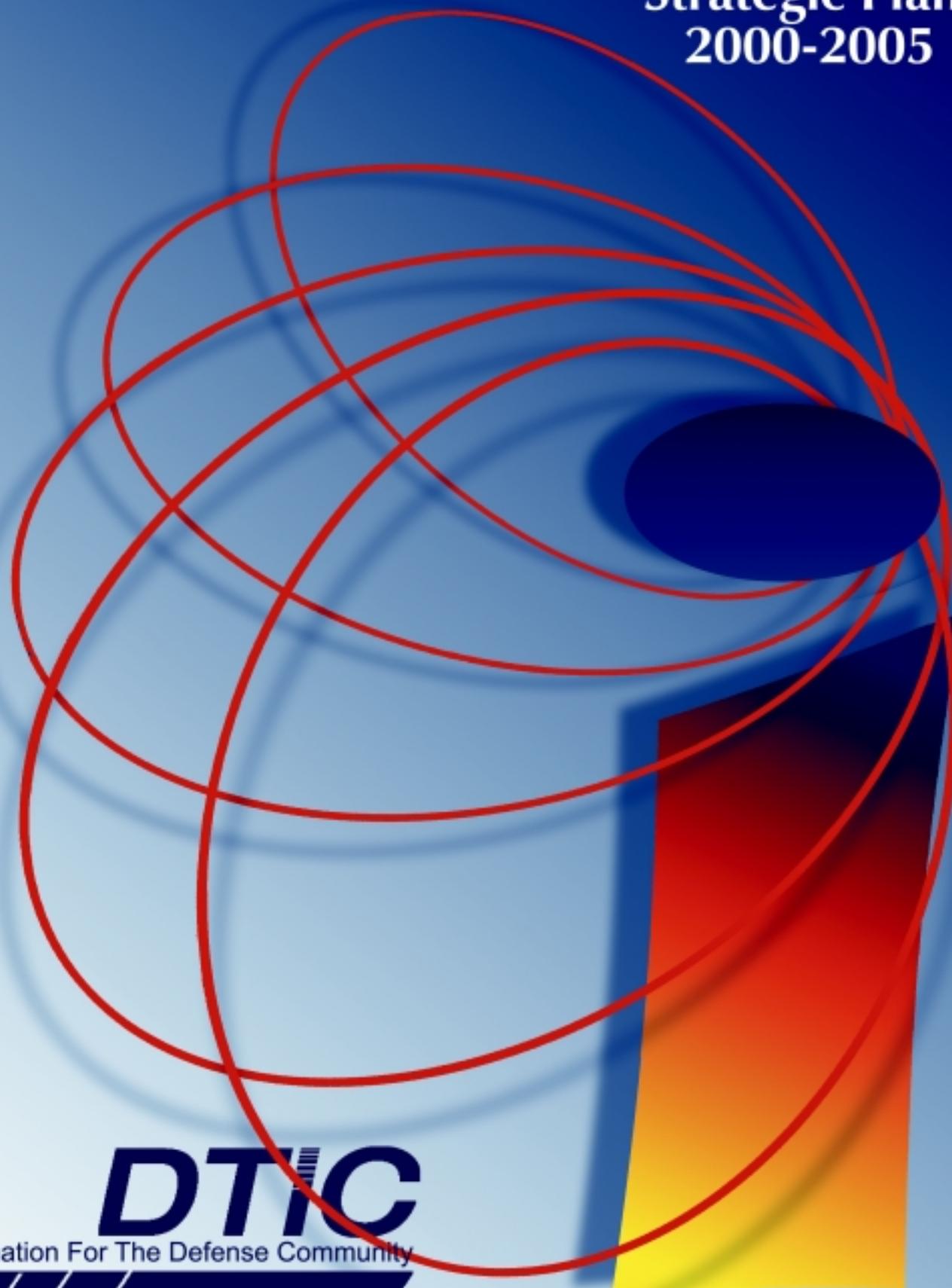




Strategic Plan
2000-2005



Report Documentation Page

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FOREWORD

The Defense Technical Information Center (DTIC) was founded in 1945 to collect and disseminate scientific and technical information for the Department of Defense (DoD) and its contractors in order to prevent duplication of research efforts and to maintain technological superiority. Since then, DTIC has evolved to become the central facility for the DoD in the acquisition, storage, retrieval, dissemination, and use of scientific, technical, and engineering information. As such, DTIC serves as a vital link in transferring data among the Defense-related government and civilian research and development communities.

During 1998, while continuing to improve our processes and procedures, DTIC underwent a significant organizational realignment when, as directed by the Defense Reform Initiative, we were transferred from the Director, Defense Research and Engineering (DDR&E) to the Defense Information Systems Agency (DISA). DTIC's mission, however, was not changed, nor has our commitment to serve our customers! During this process DISA conducted several evaluations. In all of these examinations DTIC was given high marks by DISA, perhaps best summarized by the statement in the report of the Organizational Assessment that "DTIC has achieved a notably high level of quality maturity."

DTIC has a growing reputation as a premier information content manager. DTIC's vision has led it to be recognized as DoD's premier Internet Webmaster. More and more organizations are coming to us for advice or support. We have developed more than 100 Web sites including DefenseLINK, the official DoD Homepage, AirForceLINK, the official Department of the Air Force Homepage, and MarineLINK, giving the public unprecedented access to Pentagon news, information, plans and policies. Specialized sites such as GulfLINK, the DoD Environmental Restoration Electronic Bulletin Board, the JCS Web service and the Comptrollers Financial Management documents provide an information service focused on the interests of specific

communities. The former Deputy Secretary of Defense acclaimed our work putting the DoD Financial Management documents online in his briefings on the Defense Reform Initiative Report. We played a significant role in the development of the DoD Security and Privacy Notice for the Web, including guidance on how to maintain Web logs and other electronic information gathered from visitors to its sites.

Many believe that the Internet contains all information, when in fact it does not. Information that is proprietary, sensitive, classified, deemed no longer useful by the content manager, or information that has not been converted to an electronic format may or will not be available. All of us, whether information professional, content creator, or content user are being challenged by the openness of the Internet and the World Wide Web. Although the Internet is a public utility, not all information available on it is public information. For over 50 years DTIC has been trying, largely successfully, to balance the general need for openness with the specific need to limit access to some information. The DTIC staff has a culture that recognizes the challenges DTIC faces in maintaining this balance.

Many also believe that the Web answers their specific information needs, however they are changing their opinion when they find themselves deluged with information that is irrelevant to their needs. It is true that there are tens of thousands of publications, databases, and information pages on the web, and that these are helping to provide immediate access to meet many needs. But quantity is not quality. Scientists, engineers, program managers and others simply don't have the time to search for hidden nuggets of information, information that may be buried within a single organization's site or the sites of many organizations. In this era of ever changing technology and requirements, the importance of central information sources, like DTIC, to organize information for others to locate is becoming more and more apparent.

As a Content Repository, DTIC carries out core Information Processor functions, i.e., categorizing, organizing, storing, and disseminating Scientific and Technical Information (STI) for its primary customers (DoD's Research and Engineering community) and for other DoD communities where it is cost effective or otherwise advantageous. DTIC's uniqueness is reflected in the processing of Unclassified Limited and Classified information produced by, or relative to, DoD. DTIC also evaluates collections that libraries are no longer able to maintain, assesses their usefulness to DoD, and processes them into our collection as time is available to do so. Our collections conform to government and industry standards. Also, regardless of the dream of a "paperless" work environment most information still exists as paper. Even if in an electronic form, it is unlikely that anyone wants to read a 200-page technical report online. They may not have the capability — or desire — to print a large document on their local printer. Thus, the economies of scale inherent in an organization like DTIC help reduce the burden and cost of individual organizations having to provide their own hardcopy. Additionally, information on the Web today, if left to the control of each producing organization, may not exist after a period of time.

In addition to the general use of the Internet to serve the general public, DTIC continues to expand its use of Web services to serve the Defense community, its registered customer base. Over the past 15 years DTIC has made available access to relevant information beyond our traditional database services. The Web with its rapidly growing information resources and simple-to-use interfaces created a customer base that extended beyond DTIC's traditional users, the librarians and technical information specialists. Thus, the Web introduced dramatic change in the work environment. Now we serve a very different clientele, with different expectations, information needs, and capabilities in addition to serving our traditional customer base.

This Strategic Plan complies with Government Performance and Results Act (GPRA) requirements and provides the framework for realizing DTIC's vision of providing a quality information infrastructure that permits individual use and collaborative efforts by providing authorized access to information worldwide AND maintain a central repository of Defense information. Our commitment continues to be to our customers, our employees, and the quest for excellence.



KURT N. MOLHOLM
Administrator



MISSION STATEMENT

Consistent with Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) (OUSD(A,T&L)) policy guidance and program oversight, DTIC shall:

1. Provide centralized operation of DoD services for the acquisition, storage, retrieval, and dissemination of Scientific and Technical Information (STI) to support DoD research, development, engineering and studies programs.
2. Provide centralized operation of databases, systems, or networks for the acquisition, storage, retrieval, and/or dissemination of information to support other DoD-related acquisition functions as approved by DDR&E. Provide other DoD information support services as directed or approved by DDR&E.
3. Serve as a focus for specific actions required by the DDR&E to meet technical information needs of the Defense Scientific and Technical Information Program (STIP).
4. Develop and provide specialized information system support approved or directed by OUSD(A,T&L) principal staff assistants.
5. Work directly with the OUSD(A,T&L) to formulate objectives and programs concerning STI transfer among the Military Departments, Defense Agencies, and other U.S. Government agencies.
6. Participate with the Office of the Secretary of Defense (OSD) and Federal Agencies in formulating DoD and Federal policies relating to STI transfer.
7. Function as a central activity within the Department of Defense for applying advanced techniques and technology to DoD STI systems and for developing improvements in services and STI transfer effectiveness in support of STIP objectives.
8. Represent DoD at STI meetings, conferences, or symposia to support mission objectives.
9. Provide liaison with other DoD and government STI organizations (such as the Defense Logistics and Studies Information Exchange (DLSIE) and the National Aeronautics and Space Administration (NASA)).
10. Provide planning, programming, budgeting, accounting, and reporting of resources necessary to meet mission requirements and present Planning, Programming, and Budgeting System (PPBS) submissions through established DISA and OSD review processes to the DoD Comptroller.

CRITICAL SUCCESS FACTORS

The following factors are key in accomplishing DTIC's mission successfully, realizing our strategic vision, and attaining our strategic goals and objectives.

1. Acquiring, either through actual transfer into DTIC's collection or through online access to other collections, world-wide information of interest to our customers.
2. Developing highly automated processes and procedures required for acquiring, storing, and converting information—regardless of its media or format—into standard electronic formats.
3. Ensuring our customers of information integrity, confidentiality, and availability; ensuring our contributors of appropriate dissemination based on classification and limitation.
4. Providing a single look and feel, user-friendly access, and intelligent linkages across the DoD information sphere regardless of information classification, media, or delivery mechanism. This includes access to specific textual, audio, or video information within a document and dissemination of this information to the desktop.
5. Providing analysis tools for creating custom information output products in flexible and timely user-specified formats and media.
6. Build upon a world-class supporting infrastructure to include people, systems, and networks.

providing
information
Solutions
to Technological
Problems

EXTERNAL FACTORS GENERAL ASSUMPTIONS

Global Information Age

- a. Entry into the information age highlights the need for cooperation between DoD and industry...with information technology being driven by the private sector. Increased data exchange and integrated operations among information systems are essential components of contemporary information warfare where information systems support joint or coalition forces. The information environment needs to be modern, seamless, interoperable, high-capacity, secure, and globally accessible.
- b. Government is increasingly dependent on the private sector for technical innovations and applications in the information technology arena as well as R&D infrastructure, planning, and management.
- c. National and international information policies and laws are being developed and implemented.
- d. Information providers are becoming increasingly interdependent.

Recognition of Importance of STI

- a. Information is a critical U.S. resource for both economic and national security. The amount of information will continue to grow as will the demand for it.
- b. STI is a key element in the transfer of technology from the laboratory to the production line. It plays a critical role in education, basic research, applied research and development, product development and manufacturing, and application of science and technology to meet needs in commercial, not-for-profit, and governmental markets.

National Information Infrastructure

- a. The Assistant Secretary of Defense for Command, Control, Communications, Computers, and Intelligence (C4I) has ensured full C4I support of the President's and Vice President's National Information Infrastructure initiative. He has stated that the Defense Information Infrastructure will ride on the NII. DoD's plan to support NII includes DoD taking the lead in dual-use technology, privacy reliability, security, and the development of global information systems.
- b. DoD will undertake initiatives which foster development of dual-use technologies, support more use of commercial off-the-shelf items, provide business for integration efforts, and foster technology insertion efforts. The results will reduce the cost to the government of providing information services while increasing U.S. global competitiveness in information technologies.
- c. Our objective is to standardize the data vocabulary used within DoD and to greatly increase the opportunity for efficient data exchange and integrated operations among the department's information systems at all echelons. The goal is to improve DoD's data sharing, control data redundancy, minimize data handling, and improve data quality and integrity.

Technological Growth

- a. Technologies which create, manipulate, manage and use information are strategically important. Exponential growth of the power, capabilities, and capacities of computers has fundamentally changed the relationship of those who generate STI and other DoD information, those who effect its secondary distribution, and those who use it.



- b. The Defense Information System Network (DISN) will be DoD's long-haul communications network. The first stage will provide communications for DoD associated network subscribers as well as data security and integrity for subscribers on DISN. The data communications service for the DoD serves both classified and unclassified subscriber systems. The classified portion is referred to as Secure Internet Protocol Router NETwork (SIPRNET); the Non-classified portion (NIPRNET) is for Sensitive but Unclassified (SBU) services.
- c. The Defense Information Systems Agency (DISA) plans to integrate DoD voice and data communications via DISN.
- d. The National Security Agency (NSA), Defense Advanced Research Projects Agency (DARPA), and DISA are cooperatively working on a Multilevel Information System Security Initiative (MISSI) which will form the cornerstone for the Defense Information Infrastructure.
- e. The Clinger-Cohen Act of 1996 brings structure and accountability in Information Technology (IT) acquisition and management. Each federal agency must assign

a Chief Information Officer to implement capital planning and investment controls for IT acquisition and management. IT investments will become performance and results-based. Standards and guidelines for the efficiency, security, and privacy of IT systems will be established, maintained, and followed throughout each federal agency. Each year agencies will realize a 5% reduction in the cost of operating and maintaining IT systems and a 5% increase in agency operational efficiency as a result of IT investments.

Resources

There will continue to be decreased availability of both financial and human resources. A greater understanding of the resources required to accomplish agency missions will be paramount. Implementing new information technologies will require a thorough examination and understanding of the processes they are improving, the capabilities of the technologies to improve the processes, and the cost/benefit of implementing them. Human resources will need to be aligned to make the most of their capabilities and potential.

VISIONARY CONCEPTS

Information Sharing and Management

- a. Digital Publishing. We will provide the ability to create and publish documents online. Documents will not be restricted to media type (for example, text, video, audio) or form (for example, spreadsheet, embedded objects, word processing). Authors using a full range of capabilities such as hyperlinks and multimedia tools can provide interactive links to other information resources. If desired and permitted by their organizations, documents can be immediately sent to DTIC to be indexed and organized. The result is a single, seamless environment for all information.
- b. Communication and Collaboration. We will provide synchronous and asynchronous collaborative tools including the capability to access disparate databases. We will incorporate audio and video plus network-transparent calendaring and scheduling for a wide variety of distributed work communities. In addition to providing open electronic email, access control and security will allow both email and discussion groups to be private with all parties authenticated across the network.
- c. Internet and Intranets. DTIC will provide Internet and World Wide Web resources to make publicly releasable DoD information available to the public. While developing intranets, all of the Internet's benefits will be applied to non-publicly available information and data using Internet tools. Using intranets we will support various DoD needs to share information among limited audiences and to protect the information from unauthorized access and use.

Knowledge Management and Data Warehousing

Centralized collection. DTIC will find, acquire, store, structure, provide access to, and deliver upon request text, images, video, audio, and data online or in paper or other physical media. All information and data will be stored in digital form regardless of the media of its origin. In addition to our historical role of handling textual and other contextual information, we will seek to improve the quality, reliability, management, and accessibility of raw and evaluated data of importance to all fields of science and technology. Particular emphasis will be given to information and data management problems common to different scientific disciplines and to information and data used outside the field in which they are generated. We will provide management information database support to the Office of the Director, Defense Research and Engineering as requested.

Tools and Processes

- a. Document Detection and Information Extraction. We will provide the capability to locate the type of information the user wants from either a text stream or a store of documents. We will also provide the ability to locate specified information within a text, image, or video document.
- b. Analysis. Recognizing the need to assess large amounts of retrieved text and data, we will provide tools, or links to tools, that permit analysis, exploitation, visualization, synthesis, and enhancement of text and data. Digital information—the kind available freely or through subscription over the Internet—is increasing exponentially. Whether the purpose be market analysis, environmental assessment, law

enforcement, intelligence for national security, or visualization for large 3-D models, the task is to exploit large amounts of text or data to solve a problem. We will provide a flexible kit of analytic tools for the scientist, engineer, program manager, and other researcher.

- c. Application Access. We will provide seamless access to disparate databases and applications. Existing databases, knowledge and data warehouses, and legacy applications will be accessed easily from a single interface.
- d. Navigation. We will continue to pursue the concept of desktop access to electronic information, but also recognize that the end of paper products seems to be far away. We will provide proactive, user-controlled query capabilities to help individuals to find quickly the information and data for which they are looking. We will support users with retrospective information. Users will be able to execute a single query capable of being promoted up and issued to higher classification levels across all servers both on the intranets and the Internet. Tools will allow retrieved information to be promoted up in classification when

combined with other information classified at a higher level but also to remain cached at its original classification level. We will allow indices and browsing hierarchies to be easily created and maintained. Using agent services, individuals will be able to have servers watch for new information or monitor existing resources for changes. Access control will allow only authorized users to access information.

Administration

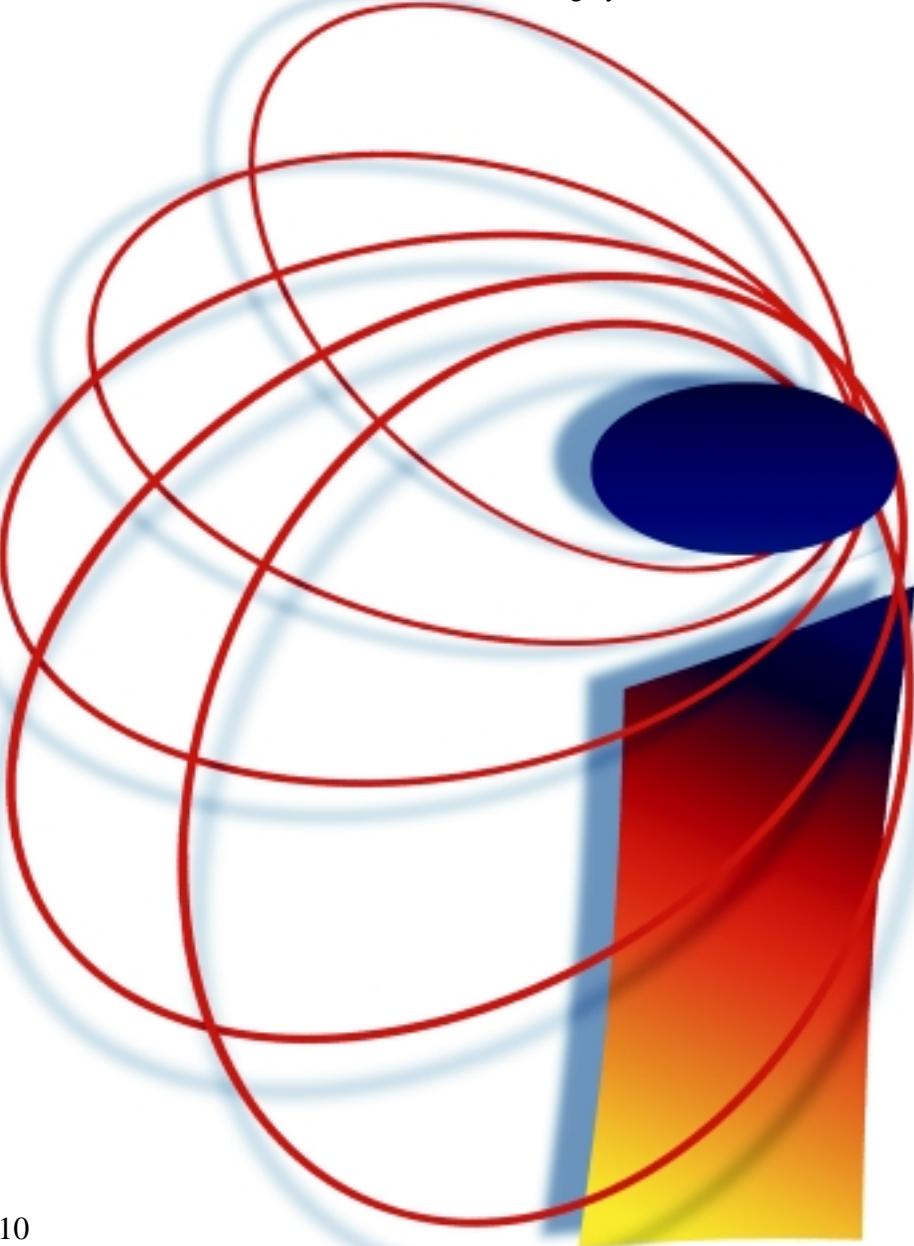
- a. Directory and Registration Services. DTIC will provide directory services that track and manage information about people, access control, server configuration, and application-specific resources. Directory services will be seamless across all operating environments and applications on the intranet and Internet enabling features such as universal single login. End users will be able to discover information about people, including email addresses, security keys, and phone numbers. Administrators will be able to manage access control and server configuration parameters centrally.
- b. Security. DTIC will provide security services that will enable information resources to be protected against unauthorized access, for communication to be encrypted and authenticated as appropriate, while remaining accurate and timely. Management and use will be easy.
- c. Network Management. We will provide easy, centralized network administration and management capability.



VISIONARY APPROACHES

Visionary Approaches

1. DTIC will use cross-platform, open standards. The DTIC architecture or framework will be a comprehensive set of protocols, standards, technologies and Application Program Interfaces (APIs) for building and deploying applications for the Internet or corporate DoD intranets. The framework will be comprised of open standards that are neutral with respect to hardware architecture, operating system and windowing system.



2. We will use a common look and feel user interface. DTIC will use a single universal Internet client application, a single access method which can retrieve and display information and data from a myriad of different servers which may speak different protocols and deliver documents in a variety of formats.

3. The DTIC architectural framework will provide a flexible, scaleable information technology infrastructure that is suitable for applications intended for users located in individual work groups, in different organizations, or on the Internet. It will provide secure transmission capabilities that protect sensitive material from tampering or unauthorized access. It will be easily adaptable to handle large variations in accessing, processing, storage, and transmission demands.

4. Universal client programs will be used which can display content in many different formats. The client will simplify application development, training, and support. We will solve the headache of maintaining multiple versions of client applications by downloading a single, centrally-stored and managed version over the network when needed. We will simplify the development of applications of all types, including simple document publishing or form filling. Applications will be able to convey information in whatever form is most useful to users, including text, graphics, sound, animation, video and three-dimensional virtual worlds.

STRATEGIC GOALS AND OBJECTIVES

The following goals and objectives align DTIC with DISA's Goal 2 "Easy sharing of high quality information supports interoperability among US Forces and Allies."

GOAL 1: Provide excellent customer service.

a. BASIS FOR THE GOAL: Continuing to learn about organizations and individuals in the Defense community who are current or potential DTIC customers is basic to the Center's success. Providing our customers with the information they need when they need it to perform their duties and improve their performance embodies the reason for DTIC's existence. This goal measures how our customers perceive us. It focuses on the many forms of interaction which DTIC has with its customers and potential customers to discover their information needs; identify products and services that will meet their needs; determine performance attributes that will result in customer satisfaction; and collect and analyze information about our customers/potential customers in the Defense community. Activities performed under this goal are integral to providing our customers with the information they need to perform their duties and improve their performance.

b. METRICS FOR MEASURING ACCOMPLISHMENT:

ACCOMPLISHMENT: The body of data available in 1999 which characterized DTIC's customer communities established a baseline. Customer data accumulated in subsequent years will be compared against the baseline to determine the extent to which DTIC's customer information base has been enhanced/expanded. Customer satisfaction will be the ultimate measure of DTIC's success in meeting customer needs:

- (1) Surveys and other feedback instruments will be used to determine customer information needs and customer satisfaction with DTIC's products and services. Effectiveness measures such as timeliness of delivery and quality of products/services will be covered in survey instruments.
- (2) DTIC will create and maintain active feedback mechanisms and a means to track/verify data input from them. Feedback instruments will be used in determining customer satisfaction with the substance, completeness, appropriateness, timeliness, quality, and user-friendliness of DTIC systems, products, and services.
- (3) DTIC will gather examples of how information has improved the performance of our customers.

c. STRATEGIC OBJECTIVES:

- (1) Gather information such as the mission and objectives of specific customer organizations.
- (2) Focus on customer requirements and preferences and set DTIC's priorities accordingly.
- (3) Assess how customers use DTIC products and services and how this use supports their missions.
- (4) Establish new, and improve upon existing, feedback mechanisms.
- (5) Determine customer satisfaction with DTIC performance, products, and services.
- (6) Coordinate DTIC-wide program management approach to accomplish our vision, realize our goals, and meet or exceed customer needs.

d. HOW GOAL/OBJECTIVES WILL BE ACHIEVED:

- (1) Using feedback mechanisms such as focus groups and customer assessment tools such as questionnaires and comment forms, DTIC will collect customer data which relates how customers use information in their jobs, their likes and dislikes regarding information content and delivery and testimonials on benefits of using DTIC's services. Ongoing activities will include: analyzing online retrieval system logs, subject categories ordered, database activity; contacting users to ascertain the relevancy of the information they received, timeliness of delivery, quality of the product or service, and customer service/support such as the knowledge and helpfulness of the staff; implementing human networks with various customer communities; and evaluating product use and whether they contribute input to DTIC's databases.
- (2) An automated marketing information system will be developed as a subset of DTIC's management information system to house customer information collected under this goal and product/service use data. Appropriate access to this system will be provided to all DTIC staff engaged in the development and provision of DTIC products and services to enable them to analyze and use the data in improving and creating new products, services, processes, and performance.
- (3) DTIC will continue building on its systematic means for determining customer satisfaction with each of DTIC's major products and services.
- (4) DTIC will continue to interact with its customers via groups such as the DTIC User Council; via its regional offices in Massachusetts, Ohio, New Mexico, and California; via conferences such as the annual and regional users conferences; and via exhibits, presentations, and demonstrations. Further, we will gather feedback from customers during training sessions.
- (5) DTIC will develop and maintain world-class services that others want to emulate.
- (6) User-friendliness will be a characteristic of our systems, products, services, and tools.
- (7) DTIC will provide access to other government sources of information, joint publications/directories, DoD electronic sources of information, and controlled access information resources relevant to DoD; implement information locator technologies; and enhance current directories to include DoD organization capabilities information.
- (8) DTIC will set strategic directions and translate strategic plans into work efforts for developing new products and services which anticipate, meet, or exceed customer needs and which result in high customer satisfaction.
- (9) DTIC will carry out continuous, orderly evaluation of existing products and services; identify needed improvements and delineate work efforts to accomplish necessary changes.
- (10) Customer and internal management data will be automated, compiled, analyzed, and used to drive performance, product, and service improvements and to guide the development of new products and services.
- (11) Customer involvement in product development/system enhancement will be expanded.
- (12) Marketing strategies will be implemented to attract new user groups, and to retain current users and stimulate their use of our products/services.
- (13) Measures for web services will be implemented to evaluate customer satisfaction with services provided.
- (14) DTIC will expand its current reference and referral services and practices to include other information sources, as they become accessible through DTIC.



GOAL 2: Make access to information easy.

a. BASIS FOR THE GOAL: Activities under this goal include organizing information sources; building flexible, secure, user-friendly systems; and designing products and services to meet the changing needs of external and internal customers.

b. METRICS FOR MEASURING GOAL ACCOMPLISHMENT: User satisfaction with the products provided will be the major indicator of our success. We'll also measure the number of requests for new products and the number of new information sources made available on the Internet. Specialized information programs established or disestablished will also contribute toward goal accomplishment.

c. STRATEGIC OBJECTIVES:

- (1) Tailor/customize products and services to meet customer information needs.
- (2) Develop a data warehousing infrastructure for managing information as it applies to DTIC's products and services.
- (3) Analyze customer data and identify their information needs.
- (4) Make systems, products, and services useful and easy to use.

d. HOW GOAL/OBJECTIVES WILL BE ACHIEVED:

- (1) DTIC will design services for a generalized OSD view/presentation of the available "Information Infrastructure" as well as customized services for specialized purposes.
- (2) We will serve high-level users in OSD/DoD by identifying information requirements needed to assist in their oversight and conduct of DoD programs. This includes access to financial, planning, program, and budget data. We'll also evaluate and produce information analysis products/software applications for use by the DoD community.
- (3) DTIC will exploit the power of electronic resources using Internet technologies to make information resources more easily available.
- (4) DTIC will implement state-of-the-art Internet/WWW or other client-server applications to meet customer requirements and will provide tools that support effective internal operations.
- (5) DTIC will provide seamless access to all of its information collections; the location of the information will be transparent to the customer.
- (6) DTIC will expand its presence using common information repositories and networks.
- (7) DTIC will continue to make available its older collections, migrating to an electronic format without sacrificing the quality of the information.

GOAL 3: *Promote the use of information to enhance decision-making and leverage of the technology base.*

a. BASIS FOR THE GOAL: This goal addresses how to increase customer competency through information awareness and sharing. It includes training, improving interoperability, promoting and using information standards, and participating in interagency, national, and international cooperative efforts. This goal also includes performing detailed research and information analysis and providing tailored information products and services.

b. METRICS FOR MEASURING GOAL ACCOMPLISHMENT:

- (1) DTIC publications and other mechanisms for increasing information literacy will be enumerated along with the customer segments for which these are targeted.
- (2) Achievements of interagency/international cooperative groups and other instances of information sharing will be described.
- (3) Goals of the various training DTIC makes available and the curriculums will be presented. Customer feedback will be solicited as to their satisfaction with the training provided.

c. STRATEGIC OBJECTIVES:

- (1) Increase customer awareness of information sources/capabilities.
- (2) Increase information literacy; encourage growth of an active, informed user community.
- (3) Promote information sharing and the development and use of standards for the exchange of STI.
- (4) Provide specialized collections of information and expertise to meet the needs of the Defense Department.

d. HOW GOAL/OBJECTIVES WILL BE ACHIEVED:

- (1) DTIC will continue developing services to serve the global Defense community. We will also enhance DTIC's internal computing resources.
- (2) DTIC will develop multimedia applications and technologies as well as interactive applications.
- (3) DTIC will manage a Business Process Reengineering (BPR) effort for DDR&E which consists of reengineering S&T processes for greater mission effectiveness and standardizing business management data to promote interoperability, minimize duplication, and enhance information available to decision makers at all levels.
- (4) The Center will participate in and influence standards and standards organizations needed for the exchange of information. We will also influence the community in adhering to established standards in information publishing and disseminating.
- (5) We will work to standardize information input, storage, and retrieval in compliance with DoD, national, and international standards to expedite and facilitate the rapid exchange of information.
- (6) DTIC will incorporate the standards, protocols, and mechanisms to handle, share, and interoperate in the area of unclassified-but-sensitive and classified information.
- (7) We will develop and maintain logical linkages for all of DTIC's information, for example, documents, records, and data elements and other sources of DoD information.
- (8) We have a commitment to bring about a significant increase in the effectiveness, awareness, and use of our systems, products, and services as well as the number of registered DTIC customers.
- (9) DTIC will educate the user community by providing high-level state-of-the-art reviews, technical presentations, descriptive/informational literature, brochures, video, Web pages and publications.
- (10) Efforts to increase the completeness of DTIC's databases will continue.



GOAL 4: Promote excellence in our Human Resources.

a. BASIS FOR THE GOAL: DTIC's vision, strategic goals, and objectives can only be realized if its work force can develop and use its full potential. This goal focuses on maintaining an environment conducive to performance excellence with participation by all employees to achieve personal as well as organizational growth. Activities integral to this goal include human resource planning and evaluation in support of employee education, training, development, well-being and satisfaction.

b. METRICS FOR MEASURING GOAL ACCOMPLISHMENT: Indicators such as morale, complaints/grievances, safety, absenteeism, turnover, and satisfaction may be used. Surveys may be employed to measure employee satisfaction. Development may be indicated by the percent of employees trained per year, the hours of training provided per year, or the amount of training made available. Training and education provided will respond to needs resident in operational and performance improvement plans.

c. STRATEGIC OBJECTIVES:

- (1) Attract and retain high-caliber employee candidates.
- (2) Enhance quality of employee performance, accountability, and potential.
- (3) Reward accomplishments.
- (4) Improve intra-DTIC communications.

d. HOW GOAL/OBJECTIVES WILL BE ACHIEVED:

- (1) DTIC will implement a personnel marketing plan.
- (2) We will use innovative staffing, clear performance requirements, and objective employee performance evaluation.
- (3) Operational and performance improvement initiatives in this plan will be translated into human resource plans including associated training and education.
- (4) We will continue to use both inter- and intra-directorate teams, to develop and use Individual Development Plans (IDPs), and to provide alternatives for staff growth and development.
- (5) Mechanisms such as award and recognition systems will be deployed which promote involvement, empowerment, and innovation throughout DTIC.
- (6) Awards will be linked to performance.
- (7) We will provide training consistent with attaining DTIC's vision and realizing its goals.

PROGRAM EVALUATIONS



Since 1997 DTIC has undergone several program evaluations:

1. During FY 97 the National Security Agency conducted a vulnerability assessment of DTIC's Local Area Network and web servers to ensure that proper security measures were in place to prohibit unauthorized access. They found the DTIC environment to be well protected.
2. During 1998, as a result of the Defense Reform Initiative (DRI) #3, DTIC was realigned from DDR&E to DISA. The initiative triggered a series of studies to be performed. The DRI directed that a formal study of DTIC be conducted to determine whether additional efficiencies could be realized through opening the Center's functions to competition. A Review & Mission Rationalization Study was conducted during February 1998. The basis for the study was to determine why DTIC exists, what DTIC does, and why DTIC does it. The study concluded that DTIC was fulfilling its intended purpose and there was no need to open additional Center functions to competition.

3. A complete Contract Review was conducted during April 1998 as a result of DTIC's realignment with DISA. DISA found that DTIC's contracting practices were very efficient. The study also identified collaborative and process improvement opportunities for both organizations.
4. During June 1998 DTIC also underwent an Organizational Assessment Visit by DISA's Inspector General (IG) Team. Such visits identify strengths and challenges within DISA organizations and provide an independent objective review of processes and self-assessments.

In preparation for the onsite visit, DTIC prepared a report which assessed our capabilities in seven categories used by the President's Quality Award Program and interpreted for use by the IG Team: Leadership, Strategic Planning, Customer Focus, Information and Analysis, Human Resource Development and Management, Process Management, and Business Results.

During the onsite visit, the IG Team validated DTIC's self-assessment and

documented: DTIC strengths and challenges in categories listed above, practices which are potentially beneficial to other DISA organizations, and special interest items.

5. A study was conducted by DISA during 1999 to determine the feasibility of relocating DTIC's mainframe computer processing into an existing DISA Defense Megacenter (DMC). The study concluded that DTIC's mission was unique within DoD; that DTIC's processes are highly structured, well-defined, and cohesively integrated; our Information Assurance requirements are stringent, and that our strategic

deployment of information technology is "tightly coupled" with our business processes to ensure responsive, secure, and consistent support to the DoD Scientific/Technical and Research & Development communities. Due to this unique environment and the cost of having a DMC process the DTIC mainframe workload, it was determined that DTIC should remain where it presently resides.

Findings from these evaluations shaped DTIC's strategic posture, goals, and objectives. Internal program evaluations will take place annually.



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